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## OFFICE OF THE CITY CLERK

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# REPORT

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DATE ISSUED: August 13, 1990

REPORT NO.: CC 90-04

ATTENTION: John Lockwood, City Manager

SUBJECT: SAN DIEGO'S CHANGING DEMOGRAPHICS

### Summary:

### Issue:

By the year 2000, significant demographic changes will have had a major impact on the City of San Diego. Management literature describes the future work environment as constantly changing and highly complex.

In order to address the changing needs of our City and its work force, it is important that we adopt sensitive strategies to ensure the delivery of high quality service to our citizens and municipal employees.

### Recommendations:

The City Clerk's Office has outlined five strategies for its department that will address the changing demographic trends in San Diego. While many of the recommended strategies pertain directly to the City Clerk's Office, some may be applicable to all City Departments.

#### A. Equal Opportunity Plans: City-wide

1. Recruiting, hiring and promotion practices that reflect the community we serve are integral parts of the City's equal opportunity programs.

- a. Recruitment: City recruitment methods should be geared towards meeting the goal of developing a labor force reflective of the ethnic and gender percentages in the population we serve. The organization's benefit package should be used as a recruiting tool to attract qualified, ethnically diverse workers. By offering comprehensive health coverage, flexible work schedules, attractive retirement plan options, and competitive child care benefits, the City can attract those qualified and highly skilled workers who might otherwise be tempted by alternate employers.

Recruitment efforts at local colleges may enhance the pool of applicants available for City positions. Job Fairs for local high school students with special emphasis on information about trade and vocational schools, will help fill anticipated shortages in the skilled labor classifications. Also, current employees of various racial and ethnic backgrounds could arrange to speak to school organizations of a similar background about the benefits of public service and serve as positive role models in the community.

As the population of senior and retired citizens increases, it continues to represent a labor source that is experienced, flexible and reliable. The City has the capability to provide such attractive incentives as flexible work schedules, part-time employment, and job sharing in various positions. Tapping this labor pool will also help to develop an age diverse labor force that is sensitive to the needs of our senior and retired customers.

- b. Hiring: In its hiring practices, the City should place an emphasis on multilingual persons in those job classes that interact with community members on a regular basis. The City should consider establishing bilingual skills as a job requirement in these positions and reward them accordingly. The ability to communicate with a variety of cultures in different languages will allow the City's services to be more accessible to its citizens.
- c. Promotional Practices: Promotional opportunities may be enhanced by adding a City-wide Mentor Program. This program would match high level, successful managers with lower level employees who have demonstrated management and leadership potential. If special attention is placed on the movement of women and ethnic minorities, the City should have little problem reaching its equal opportunity objectives.

B. Equal Opportunity Plans: Department-wide

1. Although the Personnel Department is primarily responsible for the City's equal opportunity recruitment plans, the City Clerk's Office may supplement that program by developing the following practices.

- a. Recruitment: A team of four City Clerk staff members may be designated as recruitment personnel. Each staff member may visit an educational facility or social organization to inform interested individuals about the professional opportunities available in the City Clerk's Office. Targeted groups could include inner city high schools, college seniors on scheduled recruitment days, and high school and college women's groups.

A City Clerk volunteer recruitment program may be developed to target senior and retired citizens to fill part time and hourly positions in the Clerk's Office. If a large volunteer network is developed and utilized, these volunteers may also help assist with development and implementation of major projects. These same individuals may also be able to provide insights on how to serve our senior clients more effectively.

- b. Hiring & Promotional Practices: A mentorship program for City Clerk staff members, who perform in an outstanding manner, may also provide the City Clerk's office with potential candidates for future job vacancies. Similar to the mentorship program suggested for the entire City, implementation would provide insight on leadership, supervision skills and other responsibilities of higher level positions in the office. After completion of a mentorship training program, individuals would become better candidates for promotional opportunities in the office.

2. The City Clerk's Office continues to meet and surpass many of the City's equal opportunity representation goals for professional, technical, clerical and kindred worker job categories. The department's objective for the 1990's will be to maintain the equal opportunity goal levels in these categories and focus on meeting the City's equal opportunity representation goals for the managers and administrators categories. These goals can be accomplished by meeting with key Personnel Department and Equal Opportunity staff members to stay up to date and informed on new procedures and issues.

C. Continual Evaluation of Services Offered in Light of the Demographic Changes Predicted for the Year 2000.

1. Two recommendations are being made for service evaluation: (1) Child care services for City employees and (2) Service enhancement for the community.
  - a. Child Care: Increasingly, women make up a larger percentage of the work force. Between 1970 and 1980 there was a 100% increase in the number of working women. Between 1975 and 1985 the number of working mothers rose 175%. By the year 2000, 61% of all women will be in the labor force. In San Diego the representation of women in the labor force will increase from 39% in 1980 to 47.1% in 1995. Over 75% of these working women will have children.

The City work force mirrors these statistics, and the implications are obvious. As a major employer, the City of San Diego must address the child care needs of its employees. This is especially important because fewer people will be entering the work force in the near future. Motivated and educated employees will be in demand. The City will need to find ways to attract and retain prized employees.

Most recently, City employees became eligible for a 10% discount at three corporate day care providers that have centers located throughout the county. The City Clerk's Office supports this discount and the pursuit of a larger discount for its employees. Another long range goal for the City is to establish an on-site infant/child care center, or one that is in close proximity to City Hall.

- b. Service Enhancement: For the last two years, the Clerk's Office has conducted annual staff retreats to identify new service programs and to recognize service areas where improvement can be made. The retreats have produced various process improvement projects ranging from employee cross training programs, the Elections Marketing Task Force, and the Dial-A-Council system.

In addition to valuable changes in the department, each retreat has led to better employee morale as we work together to make these work environment and productivity improvements.

Each department and division knows best how to improve their own operations and how to make their particular services more accessible to clients. An annual review and brainstorming session on how to improve services generates valuable ideas and each person has an increased sense of responsibility and ownership as the group participates in all aspects of the planning and implementation stages.

D. Strategic Plans to Ensure High Quality Service Delivery to the Diverse Populations That Comprise Our Community.

1. Evidenced by the latest local population demographics, the following recommended plans for enhancing quality City Clerk services are directed specifically towards San Diegans whose second language is English.
  - a. Provide information to the public in other languages. The City Clerk's brochure and other information pieces (regarding City services) currently available, should be translated into Spanish and other languages so that they may reach a larger audience.
  - b. Increase availability of bilingual staff to the public. Expand the bilingual staff to include other languages in addition to Spanish to respond effectively to the needs of non-English speakers.
  - c. Create a multilingual computer information station to provide fast, up-to-date information about City services to the citizens. In addition, a TDD machine that receives and sends information in foreign languages could be used to better serve our hearing impaired community.
  - d. If future studies indicate a high demand for the service, the City Council dockets (digest edition) could be printed in Spanish and other languages. Research could also be done to pursue the possibility of providing a Dial-A-Council broadcast in Spanish simulcast.
  - e. Advertisement of government services in local community newspapers. Community newspapers printed in foreign languages could be utilized to inform multilingual communities about the types of City services available to them.

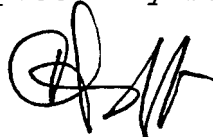
E. Development and Implementation of Employment Training Programs That Will Meet the City's Requirements in the 1990's.

1. In light of the predicted changing demographics for the County during the next decade, the City's role for developing employment training programs should be expanded to include cross-cultural, vocational and foreign language training programs such as:
  - a. Training or educational seminars for City employees that will inform and sensitize them to the cultural needs and aspects of the ethnic and senior groups in San Diego. This would include seminars on promoting good public relations with the culturally diverse segment of our community (similar to police personnel training).
  - b. Hire more qualified multilingual individuals for high public contact positions. This approach will allow City employees to assist more citizens and provide information about City services.
  - c. Development of a technical skills program and vocational training program to assist current and future employees in advancing their careers. With so much emphasis being placed on the advancement/training of the professional class of City employees (Supervisor's and the Management Academy), the resource of technical skilled employees continues to decrease.

Conclusion:

The preceding information can be considered as a minute sampling of possible changes that may assist the City in meeting the demographic challenges for the 1990's. As new programs, innovations and ideas find their way into the City's evolving system, still more changes will become necessary to meet the demands of our dynamic and ever changing community.

Respectfully Submitted,



Charles G. Abdelnour  
City Clerk